

Lundquist Employer Branding Online Awards 1st Edition Switzerland

Study assesses how Swiss companies use the web to communicate their brand and values to current and potential employees

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Lundquist Employer Branding Online Awards 1st Edition Switzerland

1st annual study of online employer branding communications

48 largest Swiss companies ranked (English language sites evaluated)

58 evaluation criteria

100 points maximum

34.9 points average score

424 responses to employer branding survey

Employer branding is a company's pitch to current and potential employees.

It is the company's bid to show why it is a desirable place to work

Lundquist Employer Branding Survey 2010

Responses from more than 400 professionals in 37 countries on what is good employer branding. 95% use the corporate website before applying for a job.

Most Swiss companies fail to use their website effectively to explain why they are a great place to work. Holcim wins first place for best use of a corporate website for employer branding. Credit Suisse and Roche round out the top three.

Most of Switzerland's largest companies don't exploit the potential of their corporate website to project their brand to attract and retain the best employees, according to the **Employer Branding Online Awards 1st Edition Switzerland** released today by communications consultancy Lundquist.

The research, which ranked the online employer branding of the 48 members of Switzerland's SMI Expanded Index, showed that many companies are missing an opportunity to leverage internationally recognised brands.

Employer branding, like all types of corporate branding, is an on-going exercise that must continue even in times of economic crisis to ensure that companies remain competitive in the long term. When done successfully, it not only attracts talent but also creates value across all areas of the company. Effective employer branding projects a company's brand and values helping to convince financial markets that the company will be able to compete and create value for shareholders well into the future.

Holcim, the world's second-biggest cement company, earned 68 points out of 100 to win the Employer Branding Online Awards Switzerland. **Credit Suisse** followed with 61.5 and **Roche** earned 60.5 to finish third. The 48 companies ranked averaged 34.9 points.

The Swiss results should be seen in the context of the **Lundquist Employer Branding Online Awards Global 100**, which ranked the 100 companies from around the world with the strongest brands. **Royal Dutch Shell** won that ranking with 71.5 points while the average was 41.9.

Seminar & awards

1st seminar in online employer branding communications and presentation of the Employer Branding Online Awards Switzerland will be held in Zurich on 3 February 2011.

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To order a copy of the full Employer Branding Online Awards Report 2010 or for a website assessment, write to employerbranding@lundquist.it

www.lundquist.it

Main findings

The battle to attract and retain the best talent has largely moved online yet the vast majority of Swiss companies do not use their corporate website to transmit the values of their brand and give a clear idea of what makes theirs a desirable place to work. This is the key finding to emerge from the **Lundquist Employer Branding Online Awards 1st Edition Switzerland**.

Employer branding is about attracting and retaining talent, but another aspect is linked to projecting the idea that the company is strong and has a viable future.

The bare necessities

Looking at the results, the overall average was 34.9. This is considerably lower than the performance of companies in the Global 100 ranking, which averaged 41.9 points.

More than three-quarters of the companies evaluated provide what would be considered the bare necessities for a job seeker such as a list of open positions and the possibilities to upload a CV and cover letter for a specifically advertised position. Yet most of them fail to present a compelling explanation of why they are different from other employers and why a job seeker should want to work there. This is a lost opportunity to convey their story given that 95% of the professionals in our employer branding survey (see page 8) consult the website before applying for a job.

Companies did better in presentation rather than content, indicating that over the years corporate websites in Switzerland have been refined to improve navigability and presentation, but that has not yet translated into richer content directed specifically at job seekers.

“The first stop for any user seeking information about employment is the corporate website so the first impression made by the brand must be positive and lasting,” said **Eric Sylvers**, the head of employer branding at Lundquist. *“A list of job vacancies is no longer enough. Companies must exploit the potential the web offers to move beyond the bare essentials and demonstrate why theirs is a great place to work.”*

The good, the ugly

A closer look demonstrates where companies are excelling and where they are failing in their bid to use their website to project their employer brand while grabbing and retaining the best employees.

Excelling:

- >> 77% provide a list of open positions
- >> 81% allow users to upload a CV for a specific opening
- >> 99% maintain a consistent presentation (style, layout, formatting, links, colours) across the website

Disappointing:

- >> No company uses more than two social media outlets to advertise job openings (the corporate website had to provide links to the social media sites to receive points)
- >> 88% do not provide statistics about the number and types of employees
- >> 79% fail to give comprehensive information about how a typical employee will see their career progress

Strengths/weaknesses

Results by industry*

| | |
|--------------------------------------|--------|
| 1. Industrials (39.7 points average) | |
| 2. Health care | (37.7) |
| 3. Basic materials | (35.1) |
| 4. Consumer goods | (34.6) |
| 5. Financials | (30) |

*with 6+ companies in ranking (industries assigned using the Industry Classification Benchmark)

Looking at the results by industry shows which sectors are more committed to finding and keeping the best employees. Industrials topped the industry list with an average of 39.7, an impressive result given that only two members (**Holcim** and **ABB**) featured in the Top 10. Swiss industrials companies underperformed their industry counterparts in the global ranking where the four international members averaged 48.7.

The financials industry had four companies ranked in the Top 10 yet managed an average score of only 30 points, placing it last of the five industries that had more than six members in the ranking. The average of the 13 financial companies included in the ranking was dragged down by five companies that scored less than 15 points. The industry as a whole did worse than its international counterpart, which had 10 members in the global ranking and scored an average of 53.9.

Top performers

Top 10

| | |
|------------------------------|--------|
| 1. Holcim (68 points) | |
| 2. Credit Suisse | (61.5) |
| 3. Roche | (60.5) |
| 4. Nestlé | (52) |
| 5. Swisscom | (51.5) |
| 6= ABB | (50.5) |
| 6= UBS | (50.5) |
| 8. Baloise | (50) |
| 9. Nobel Biocare | (49.5) |
| 10. Swiss Re | (48) |

Holcim pulled away from the competition to win by a large margin in the first edition of the **Lundquist Employer Branding Online Awards Switzerland** with 68 points out of a possible 100. The cement company scored the highest number of points in three of the 12 sections considered in the ranking and was the winning company of the “proposition” macro-section that focuses on what the company offers employees.

Credit Suisse came second with 61.5 points while **Roche** was third a point back. The remaining companies in the Top 10 (**Nestlé**, **Swisscom**, **UBS**, **ABB**, **Baloise**, **Nobel Biocare** and **Swiss Re**) were bunched between 52 and 48 points).

Beyond the Alps

The struggle to attract and retain the best employees transcends national boundaries and as such the Swiss results must be evaluated in a larger context. Swiss companies generally did more poorly than their counterparts from around the world, a reflection of a less developed culture surrounding online employer branding.

Top 10

| | |
|---|--------|
| 1. Royal Dutch Shell (71.5 points) | |
| 2. Mercedes-Benz | (64) |
| 3= BP | (63.5) |
| 3= General Electric | (63.5) |
| 5. JPMorgan | (62.5) |
| 6. Goldman Sachs | (61) |
| 7. Allianz | (60.5) |
| 8= Danone | (58.5) |
| 8= American Express | (58.5) |
| 10. Axa | (57.5) |

In the **Lundquist Employer Branding Online Awards Global 100**, which ranked the 100 companies from around the world with the strongest brands as rated by Businessweek, Anglo-Dutch oil giant **Royal Dutch Shell** won with 71.5 points. **Mercedes-Benz** came in second with 64 while **BP** and **General Electric** tied for third with 63.5. Three Swiss companies were in the Global 100 ranking with **Nestlé** placing highest in the 15th spot (and 4th in the Swiss ranking). **UBS** was 22nd in the global ranking and tied for sixth in the Swiss classification. **Rolex**, which wasn't in the Swiss ranking, finished 99th in the Global 100.

The websites were assessed using a 58-part protocol developed with the input of our **Employer Branding Survey** that received more than 400 responses from 37 countries. The protocol considered a vast array of information job seekers use to evaluate whether to apply at a company as well as what companies disseminate to encourage current employees to remain.

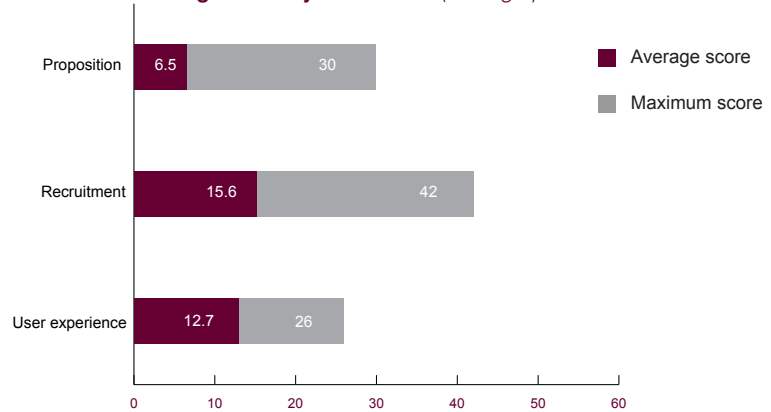
The fundamentals

Three fundamental components of online employer branding were considered in ranking the companies: the **proposition** (what the company offers employees), **recruitment** (how the company recruits and how the application process is structured) and **user experience** (how the site is presented and its functionality).

Holcim with 17 of 30 points performed best on the proposition section while **Roche** had the richest recruitment section (35.5 of 42 points). **Credit Suisse** had the best overall user experience section (17 of 26 points).

Table 1

Breakdown of average score by macro-area (average points and maximum shown)



Source: Lundquist Employer Branding Online Awards 1st Edition Switzerland

A look at the breakdown by section (see table below) shows companies do relatively well in presentation-related criteria (navigability, visual communications), but they provide only the basics for a job seeker (searching for vacancies, applying) and neglect to give the extra information that would show how they distinguish themselves as an employer (ethics & responsibility, before applying, benefits). The companies also perform badly in making their employer branding more engaging by exploiting the new possibilities offered by the internet (social media, interactivity).

Table 2

Top performers in...

Company information
Holcim

Benefits
Novartis, Swisscom, Synthes

Social media
Credit Suisse, Swisscom

Ethics & responsibility
Holcim

Before applying
Roche

Searching for vacancies
Adecco

Applying
Nestlé

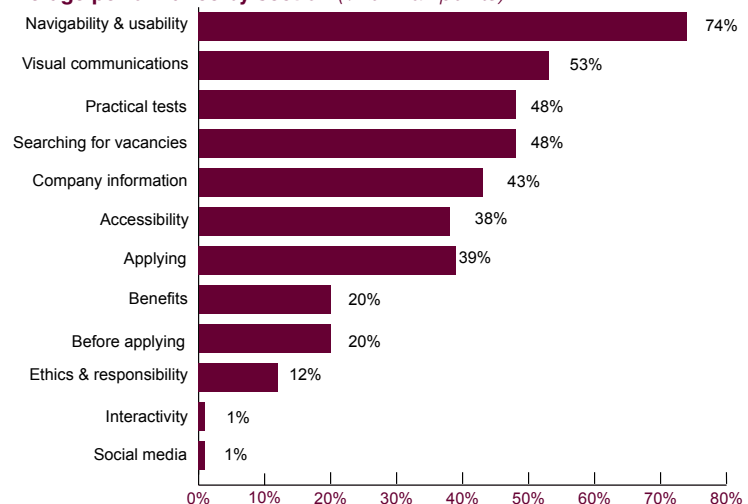
Navigability
ABB, Baloise, Holcim, Lonza, Nestlé, Novartis

Visual communications
Credit Suisse, Givaudan, Roche, Swatch Group

Interactivity
Novartis, SGS, Swisscom, Syngenta

NB: if more than one company listed for a particular section, it means they tied

Average performance by section (% of max points)



Source: Lundquist Employer Branding Online Awards 1st Edition Switzerland

Swiss companies outperformed their counterparts in the global ranking in only one section – navigability & usability (74% vs. 67%). The scores were broadly in line for the practical tests (48% vs. 47%) and accessibility (38% vs. 36%). The Swiss companies had a lower average score in all the other sections.

“If Swiss companies want to match competitors in the global search for the best employees they need a careers section that reinforces their brand and embodies it just as actively as the rest of the corporate site,” said **Felicity James**, an employer branding researcher at Lundquist. *“There is simply no excuse anymore for companies not to prioritise their online brand identity.”*

Responding to users

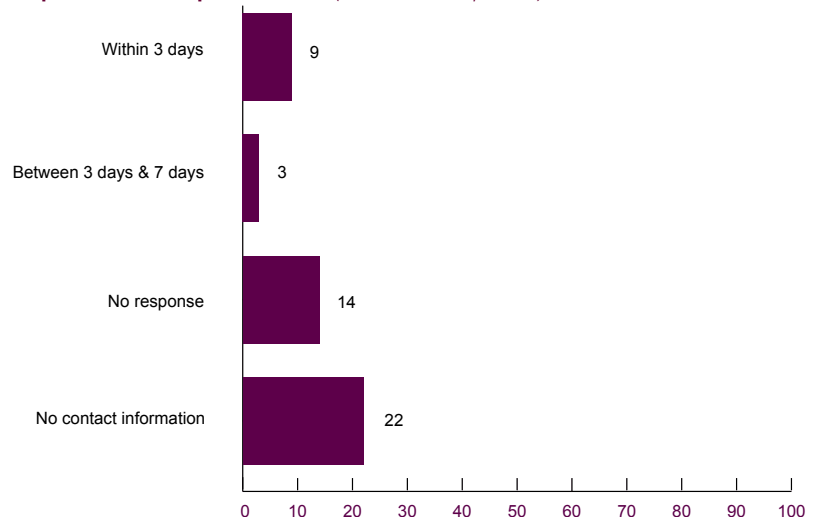
The failure to make the careers section more engaging is coupled with a general lack of responsiveness towards job seekers. To test responsiveness, Lundquist carried out a practical email test as part of the research. All companies with contact information for the human resources department were sent an email from a fictitious job seeker asking for information about when he could expect a response to his job application.

Four companies were considerably prompt and responded within four hours (**Nobel Biocare, Baloise, Swisscom** and **Syngenta**) while another five (**ABB, Credit Suisse, Richemont, Galencia** and **GAM Holding**) did so within three days to also earn the full two points on the practical email test.

Though almost half of companies have no contact information for people with questions related to careers (and therefore got zero points), the Swiss companies far outperformed their international counterparts. The 19% of companies (9 out of 48) that got the full points in the email component of the practical tests compares with 7% for the Global 100 (the practical tests section also includes a part on search engine visibility).

Table 3

Response times to practical test (% of 100 companies)



Source: Lundquist Employer Branding Online Awards 1st Edition Switzerland

The vast majority of companies also fails to embark upon continuous engagement with job seekers by communicating openings and company updates through the use of email alerts and RSS feeds. Only 17% of companies offer the former and 8% the latter.

Going above and beyond

The ranking awarded points to companies that have commendable information or functions on the website that engage users and go beyond what the protocol was officially looking for. The research has shown that more engagement is both what users want and what makes for a more successful corporate website.

Three companies received full points in this category including **Zurich Financial**, which features a comprehensive section on how candidates can prepare themselves for job applications. Its "Top Tips" page provides detailed advice such as writing an effective CV and making positive impressions in interviews.

Credit Suisse is another top scorer, awarded for its thorough ‘How to apply’ section. It presents all stages of the job selection process, provides a “recommended reading” list for interview preparation, a quick guide on how to search and apply for jobs, plus a glossary of banking terms.

Holcim also received top marks for its in-depth “Development & performance” section (complete with click-through boxes on personal, professional and leadership development) and clever use of graphics to present its “Benefits” section.

Approach & methodology

Assumptions behind the research

The **Lundquist Employer Branding Online Awards** research is underpinned by a series of assumptions about the main ingredients necessary for successful online corporate communications. These pillars of online communications are the result of many years of experience working with leading European companies on their web strategy and were reinforced by the **Lundquist 2010 Employer Branding Survey** that asked people what they would like to find on a corporate website when they are looking for a job.

Five pillars of online employer branding communications

Comprehensive

A website must satisfy all the requirements of its key users, eliminating their need to go elsewhere for information

Integrated

a website must work as a whole by integrating different sections (CSR, corporate governance, IR, careers, etc.) and linking seamlessly with off-site social media channels

User friendly

Users must be able to find what they are looking for with minimum time and clicks through intuitive and jargon-free navigation

Engaging

A website should employ a range of multimedia tools – including video, animation, images, graphics and interviews – to draw the audience in and tell a dynamic story

Concrete

Users want hard facts, pertinent and credible data and testimonials that tell a real story about what it is like to work in a particular company; self-promotion and marketing messages should be avoided

Developing the evaluation protocol

The evaluation criteria were based on both best practice websites from around the world that were used as benchmarks and on the survey. The protocol consists of 58 criteria divided into 17 sections giving a total of 100 points. The protocol has three macro-areas:

- >> **Proposition** (what the company offers employees) – 4 sections, 18 criteria, 30 points
- >> **Recruitment** (how open positions are advertised and the application process) – 4 sections, 20 criteria, 42 points

- >> **User experience** (functionality and ease of use of the site) – four sections, 19 criteria, 26 points; this section is broadly the same as that used for the **Lundquist CSR Online Awards research** (for more information see www.lundquist.it)

This division of the protocol takes into account that the most important aspect of online communications is content (proposition and recruitment), but also that success involves taking advantage of the internet to make employer branding information easily available and simple to use (user experience).

Table 4

Subdivision of evaluation protocol by section

| Macro area | Section | Criteria | Points |
|-----------------|-------------------------|-----------|------------|
| Proposition | Company information | 5 | 10 |
| | Benefits | 5 | 6 |
| | Social media | 3 | 7 |
| | Ethics & responsibility | 5 | 7 |
| | TOTAL | 18 | 30 |
| Recruitment | Before applying | 7 | 12 |
| | Searching for vacancies | 5 | 12 |
| | Applying | 6 | 14 |
| | Practical test | 2 | 4 |
| | TOTAL | 20 | 42 |
| User experience | Interactivity | 7 | 12 |
| | Visual communications | 4 | 5 |
| | Accessibility | 4 | 3 |
| | Interactivity | 4 | 6 |
| | TOTAL | 19 | 26 |
| | Commendable information | 1 | 2 |
| | GRAND TOTAL | 58 | 100 |

Source: Lundquist Employer Branding Online Awards 1st edition

Website assessment

The 48 companies in Switzerland's SMI Expanded Index¹ were chosen as the components of the **Lundquist Employer Branding Online Awards**. Two Lundquist researchers ranked the companies' **English language websites** between October-December 2010 (evaluations formally closed on December 3). Top-ranking companies were evaluated a third time.

Most of the criteria only awarded points if the information was housed in the **careers section** (or equivalent) of the website so as to reflect one of the main assumptions behind the research, that sites should be user friendly and make relevant information for a particular subject easy to find.

Standalone company sites dedicated just to careers (i.e. not contained within the general corporate website) were also considered in the research.

¹ The SMI Expanded has 50 securities traded, but two companies, Swatch and Lindt, have two securities listed in the index.

Employer Branding Survey

The Lundquist 2010 Employer Branding Survey, conducted between April and June 2010, sought to find out what job seekers are looking for when they visit a corporate website and are considering whether to apply for a job. The results of the survey (for details see www.lundquist.it/research), which gathered responses from more than 400 people in 37 countries, were used to refine the 58-criterion protocol used to rank the companies in the Employer Branding Online Awards.

The survey showed that increasingly the corporate website is the primary spot where job seekers expect to be informed about details on everything from training programs to job mobility, vacation policy and compensation.

Key findings

- >> 95% of those surveyed said they look at the corporate website of a company before deciding whether to apply for a job
- >> A third of the people ranked the corporate website as the most important source of information for a job seeker, only word of mouth ranked higher (40%)
- >> Only 6% considered the job fair the best place to find out information about companies where they were considering applying
- >> Respondents said it's more important to find details about training they will receive on the job and how their career might progress at the company rather than to have information about compensation
- >> 57% want to know if and when they can expect a response back
- >> Three-quarters of respondents want to find personal contact information for somebody in the HR department for queries that arise during the application process
- >> Given the chance to air their views beyond checking off boxes, respondents were clear about what they are after: simplicity, clarity, real information and interaction with real people

About Lundquist

Lundquist is a European strategic communications consultancy based in Milan, Italy, specialising in online corporate communications. Our consultancy services and extensive research programs cover online financial communications, the corporate website and social media. We have particular expertise in the communication of employer branding and corporate social responsibility (CSR) as well as copy editing and content strategy, all founded upon intimate knowledge of international best practice and emerging trends in online communications.

Employer Branding Online Awards research team

Eric Sylvers (head of employer branding), Laura Cappelli, Vesna Dokic, Felicity James, Joakim Lundquist, Ornella Ponzoni, Sara Rusconi, Sara Troiano, Federico Tronconi, Cristina Urban

Full classification of Lundquist Employer Branding Online Awards 1st Edition Switzerlandⁱ

| Position | Companies | Score | Industry ⁱⁱ |
|----------|--------------------|-------|------------------------|
| 1 | Holcim | 68 | Industrials |
| 2 | Credit Suisse | 61.5 | Financials |
| 3 | Roche | 60.5 | Health care |
| 4 | Nestlé* | 52 | Consumer goods |
| 5 | Swisscom | 51.5 | Telecommunications |
| 6 = | ABB | 50.5 | Industrials |
| 6 = | UBS* | 50.5 | Financials |
| 8 | Baloise | 50 | Financials |
| 9 | Nobel Biocare | 49.5 | Health care |
| 10 | Swiss Re | 48 | Financials |
| 11 | Givaudan | 47 | Basic materials |
| 12 | Zurich Financial | 43 | Financials |
| 13 | Lonza | 42 | Health care |
| 14 = | Syngenta | 41 | Basic materials |
| 14 = | Actelion | 41 | Health care |
| 16 | Adecco | 40.5 | Industrials |
| 17 | Sika | 40 | Basic materials |
| 18 = | Richemont | 39 | Consumer goods |
| 18 = | Novartis | 39 | Health care |
| 20 | Georg Fischer | 38.5 | Basic materials |
| 21 | Schindler | 38 | Industrials |
| 22 = | Barry Callebaut | 37 | Consumer goods |
| 22 = | Julius Baer | 37 | Financials |
| 24 | Synthes | 36 | Health care |
| 25 | Swatch Group | 35.5 | Consumer goods |
| 26 | SGS | 35 | Industrials |
| 27 | Sulzer | 33 | Industrials |
| 28 = | Transocean | 31.5 | Oil & gas |
| 28 = | Logitech | 31.5 | Technology |
| 30 = | Lindt | 31 | Consumer goods |
| 30 = | Geberit | 31 | Industrials |
| 30 = | Kuehne + Nagel | 31 | Industrials |
| 33 = | Panalpina | 30.5 | Industrials |
| 33 = | Petroplus | 30.5 | Oil & gas |
| 35 | Straumann | 30 | Health care |
| 36 | Clariant | 28.5 | Basic materials |
| 37 | Temenos | 27.5 | Technology |
| 38 | Galenica | 26.5 | Health care |
| 39 | Swiss Life Holding | 25 | Financials |
| 40 | Sonova | 17 | Health care |
| 41 | PSP | 16 | Financials |
| 42 | Meyer Burger | 15.5 | Basic materials |

| Position | Companies | Score | Industry |
|----------|------------------------|-------|----------------|
| 43 | GAM Holding | 14.5 | Financials |
| 44 = | Aryzta | 13 | Consumer goods |
| 44 = | Helvetia Holding | 13 | Financials |
| 46 | Swiss Prime Site | 12 | Financials |
| 47 | Valiant ⁱⁱⁱ | 10.5 | Financials |
| 48 | Pargesa | 8.5 | Financials |

Source: Lundquist Employer Branding Online Awards 1st Edition Switzerland

* Companies are also part of the Lundquist Employer Branding Online Awards Global 100

Forthcoming in the Lundquist Employer Branding Online Awards series: Austria. Employer Branding Online Awards Global 100 can be found www.lundquist.it.

ⁱ The ranking considered the members of the SMI Expanded Index on 1 October 2010. The index has 50 securities traded, but two companies, Swatch and Lindt, have two securities listed in the index.

ⁱⁱ The industries assigned were taken from the Industry Classification Benchmark

ⁱⁱⁱ Site only in German and French